

MEMORANDUM FOR THE RECORD

SUBJECT: Meeting with Program Managers Representatives  
on Guidance in ZBB (3May1978)

Overall, the meeting was marked much less by conflict than I expected. The principle substantive comments of the representatives are as follows:

GDIP - Few here--as with everywhere--is that they need earlier guidance. It would be helpful to have even partial guidance. They feel that the dual submissions required by us and by the Defense Department are a great burden. There are also some minor timing issues; Defense budget submissions, for example, are due 1 October and we have asked for them 15 September.

STAT  Jimmy also would like earlier guidance. He is afraid that there is not enough of a period between program and budget decisions; the DCI won't be able to make his decision stick--OMB will change them--and there won't be time to do a sensible job on a budget that reflects them. He thinks it is very difficult to write up the submissions in the delta format. Can we do the deltas in the computer and allow them to write up the program package descriptions in level format? Also, do we need three levels with each of the decision units. A number of them are really quite artificial. He in particular has a problem of ranking a cross-programs. The Community does not provide him with requirements that rank across the collection disciplines.

CCP - Early guidance would be nice. Their internal management system is target orientated and it is a problem to translate that into our categories. He thinks it would be very helpful if we can form the defense on the treatment of civilian pay raises. He suggested as well that it would be helpful to do the guidance in two stages.

DoD Counterintelligence - Since it is so hard to specify outputs in level of activity he feels the whole ZBB exercise has a certain era of unreality about it.

State - What is the role of the Department of State in making the program and budget decisions.

As follow up I must get in touch with the Department of State rep and explain what it means to be in the NFIP. They are badly confused.